

**METHOD AND SYSTEM FOR  
DEVELOPING TEACHING AND  
LEADERSHIP CHARACTERISTICS AND  
SKILLS**

**U.S. Patent Application Serial No.  
10/016,905**

**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit   Z**

"Fiona Conner" <fiona.conner@broadband.co.uk>

To "TLC List" <tlc@broadband.co.uk>

08/12/2000 17:15

cc

Subject [TLC] Icons

Please respond to  
tlc@broadband.co.uk



Hi Fionnuala

This is what Paul has been working on today - some new icons. They've been fairly hastily cut out, so are not production quality, but should give you a good range of things to look at.

<http://www.broadband.co.uk/preview1/hay/icons.htm>

Rob's back on Monday.

Regards

Fiona.

---

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+44 (0)115 924 7150  
<http://www.broadband.co.uk>

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tlc@broadband.co.uk

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**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit AA**

"Fiona Conner" <fiona.conner@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc

Subject RE: Stuff

11/12/2000 17:31

Please respond to  
fiona.conner@broadband.co.uk

---

Answers below.

Is there a pilot tomorrow?

Fiona

> -----Original Message-----  
> From: Stephen\_Lams@haygroup.com [mailto:Stephen\_Lams@haygroup.com]  
> Sent: 11 December 2000 16:08  
> To: fiona.conner@broadband.co.uk  
> Subject: Stuff  
>  
>  
>  
>  
> Hello.  
>  
> Ok, some issues from this am.  
>  
> 1. Not sure as to why user with username "class1" had usertype  
> of teacher\_sec -  
> the school was a primary (specified in IR (school quest) by the  
> headteacher).  
> On create set the user answered the primary school questionnaire,  
> but is now  
> apparently a teacher\_sec.

I think this is the school background questionnaire - Robin looking at it.

>  
> 2. On school background questionnaire, IR10\_8 (is the school  
> denominational,  
> etc), there are three possible answers - the third option seems  
> to be getting  
> ignored at the moment (it won't let you move pass that page till  
> you change it).  
>

Fixed in tlctest/build.

> 3. In create set, a headteacher is supposed to be able to select  
> up to 10  
> raters, but there are only seven spaces.

10/4/2007

>

Fixed in tlctest/build

- > 4. Can we get the "Happy/Not Happy" text changed on the buttons
- > (where user
- > confirms the set details) to read "Details OK" and "Make Changes".
- >

Fixed in tlctest/build

- > 5. Can we change the links called "Create Set" to "Questionnaire Set-up".
- >
- > I've got a few points around questionnaires and the validation
- > bit but I'll
- > communicate directly with Matt and Rob.

Robin doing for login control.

>

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- > Hay Management Consultants, 52 Grosvenor Gardens, London SW1W
- > 0AU, Tel (44)
- > (0)20 7881 7000, Fax (44) (0)20 7881 7100, <http://www.haygroup.com>,
- > <http://www.haypaynet.com>.
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- >

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**Attorney Docket No. D4701-00198**

**Exhibit BB**



Rob Ingram <rob.ingram@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc rob.ingram@broadband.co.uk

Subject Re: [tLcDeV] Some more odds and sods

14/12/2000 10:00

Please respond to  
Rob Ingram <rob.ingram@broadband.co.uk>



Hello Stephen,

Wednesday, December 13, 2000, 8:55:58 PM, you wrote:

Shc> FEEDBACK

Shc> On comp\_teach.cfm, where a teacher selects dimensions for priority, they should

Shc> be able to get to the

Shc> explanation of the competency before they move on (G1\_1a to G1\_16u) but

Shc> currently cannot.

OK. Is this just a static piece of text that they see and then return  
to the table? How do the codes relate to the competencies?

Shc> On the Headteacher competencies table G1b-G6b "Holding People Accountable" needs

Shc> to have initial caps.

Shc> "Drive for Improvements" should read "Drive for Improvement".

These are being changed in the graphics.

I'll get on to the rest.

Cheers,

Rob.

Rob Ingram

<http://www.broadband.co.uk>

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**Exhibit CC**

"Rob Mitchell" <robert.mitchell@broadband.co.uk>

To tlc@broadband.co.uk

cc

Subject [TLC] Personal Home Page

18/12/2000 11:49

Please respond to  
tlc@broadband.co.uk



Hi Michael,

New personal home page designs in preview1:

<http://www.broadband.co.uk/preview1/hay>

Do you have any feedback for us on the main home page? Also, how's Lynne coming along with the icons?

Cheers  
Rob

---

Rob Mitchell  
Broadband Communications Ltd.  
+44 (0)207 661 9324  
<http://www.broadband.co.uk>

---

tlc@broadband.co.uk

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**Exhibit DD**

"Rob Mitchell" <robert.mitchell@broadband.co.uk>

To tlc@broadband.co.uk

cc

Subject [TLC] personal home page

20/12/2000 12:06

Please respond to  
tlc@broadband.co.uk



Hi Michael,

A personal home page / swoosh combo:

<http://www.broadband.co.uk/preview1/hay/page140.html>

I was originally going to try and label every section so it would be clear which sections had been completed etc. But in an effort to explain everything I figured it would become too cluttered and confusing. So instead I seized the idea of using the TLC figure as an extra assistant to guide the user through the map. This means that useful hints are only there when they're needed and not onscreen all the time. See what you think...!

Cheers,  
Rob

---

Rob Mitchell  
Broadband Communications Ltd.  
+44 (0)207 661 9324  
<http://www.broadband.co.uk>

---

[tlc@broadband.co.uk](mailto:tlc@broadband.co.uk)

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**Exhibit EE**

Matt Southall <matt.southall@broadband.co.uk>

23/12/2000 16:20

Please respond to "matt.southall" <matt.southall@broadband.co.uk>
--

To "matt.southall" <matt.southall@broadband.co.uk>

cc tlc@broadband.co.uk, tlcdev@broadband.co.uk

Subject [TLC] Re: Good news...

---

Saturday, December 23, 2000 - Matt wrote:

> Will make an attempt at getting the data back, but I'm afraid I don't  
> have a great deal of time... I have an appointment with my mummy's  
> cooking..

Well I have to go now... but I might have got some stuff working.

You should use

<http://167.216.136.154> instead of <http://212.2.24.162/tlctest/build>

Issues:-

The database is a mess.. I patched it up with bits of the dev one... so the users/datasets are inconsistent. All this means is that you shouldn't assume any old users will work. It's possible that they \*may\* work... but it's not guaranteed. Create new users by going to:-  
<http://167.216.136.154/registration/register.cfm>

View existing users at:-

[http://167.216.136.154/show\\_all\\_users.cfm](http://167.216.136.154/show_all_users.cfm)

This will enable you to delete users and/or datasets. Recommend that someone clean the database a little. Any users you don't want, feel free to delete. None are important to us.

The processing bodge is at:-

[http://167.216.136.154/processing\\_bodge.cfm](http://167.216.136.154/processing_bodge.cfm)

If you find any bugs, could you please go to:-

[http://167.216.136.154/show\\_all\\_cvars.cfm](http://167.216.136.154/show_all_cvars.cfm)

and record the output (open another browser to do this, so you don't lose the actual error message :) If we can have a list of bugs complete with cvar output.. that will make it \*much\* easier to fix :)

Finally.. I've not had a chance to test the live box as much as I'd like... I know that 155 is still having problems... I can't PCAnywhere to 154 to find out what's different (DI need to go take a look at the machine and get PCAnywhere running again). If the live box seems flaky then switch back to the dev version that Fiona mentioned on:-  
<http://212.2.24.162/tlctest/build>

Hope this makes sense. Fiona and I are contactable on mobile, but as she said.. we'll have very limited tools for fixing stuff...

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Emergencies only Lams... I know how much you love to phone me :)

Happy Christmas n all that jazz.

Matt

---

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**Exhibit FF**

Richard Ketley/GB/EUROPE/HAYGROUP

02/01/2001 16:09

To: Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc

Subject: Fwd: Go Live Date

Stephen,

Can I leave this one to you to answer?

Cheers, and Happy New Year,  
Richard

----- Forwarded by Richard Ketley/GB/EUROPE/HAYGROUP on 02/01/2001 16:03 -----

To: Richard Ketley/GB/EUROPE/HAYGROUP@HAYGROUP  
cc: matt.southall@broadband.co.uk, Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

Subject: Fwd: Go Live Date



Richard,

I haven't heard back from anyone as to when you plan to go live. Please let me know so that I can have the monitoring set up.

Thanks.

>Date: Mon, 18 Dec 2000 11:27:42 -0500  
>To: richard\_Ketley@haygroup.com  
>From: Carolyn Stoltman <cstoltma@digisle.net>  
>Subject: Go Live Date  
>Cc: matt.southall@broadband.uk.co, stephen\_lams@haygroup.com  
>  
>Richard,  
>  
>I have been working on setting up Sitescope monitoring for your servers  
>and have been running into some issues. I cannot set up the monitoring  
>until you go into production/go live. Please let me know when that date  
>will be.  
>  
>Thank you.

Carolyn S. Stoltman

10/4/2007

Customer Advocate  
Digital Island Inc.

One Liberty Plaza  
Suite 2300  
New York, NY 10006  
Office: 212-386-6387  
Cell: 201-888-7855  
Pager: 877-495-7630

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**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit GG**

Katharine Nisbet/GB/EUROPE/HAYGROUP

04/01/2001 19:02

To tlcdev@broadband.co.uk

cc Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

Subject More amendments coming out of testing Primary teacher

Enjoy - Katharine

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## Changes from Testing - 2

feedback/con\_rel.cfm

The heading for Key Message charts – can this be the same as it was in the feedback, i.e. in a yellow tab which says Your Key Message. We also need to see the What does it Mean? heading and accompanying text as before. (i.e. in that frame that all the per-dimension charts are in).

The reflective questions and answers need to be shown under the chart with a tab heading: Reflecting on Your Feedback – Your Comments.

Getting error message on "Close" – "The web page you are viewing is trying to close this window. Do you want to close this window?".

### **feedback/comp\_teach.cfm**

Characteristics headings have little white dots around them.

Not able to select a characteristic from the 'tick' table – should be able to see an explanation of the characteristic and its impact (codes G1\_1 – G1\_16, G1\_1a – G1\_16u).

Each characteristic page should probably be a new window, which they close once they have read it. There should be an explanation of the characteristic (codes G1\_1 – G16\_1) (these codes currently appear on feedback/comp-exp.cfm. This will be followed by (up to) three climate mountains in a row and under each the short text explanation of how this characteristic impacts on each dimension (codes G1\_a – G16\_u).

Can we limit the selection of characteristics to four? (We limit the selection of dimensions of climate to three so presumably this can be done....)

Trouble with the characteristics table:

If you select characteristics quite quickly, the circles disappear completely and sometimes some of the characteristics titles and ticks disappear, leaving empty grey oblongs. If you refresh the page, the table comes back with none of the circle selected.

As a primary teacher, I selected Standards, Safety and Interest as my key dimensions and the characteristics chart had 10 characteristics rows with tick in them, but the final row did not have a characteristics name.

When the dimensions selected have more than 8 characteristics listed, the grey oblongs are too pale to see properly.

### **feedback/comp-exp.cfm**

The header should read '[characteristic name]' on the left, with nothing on the right.

The header for Drive for Improvement should not have an 's' on the end.

Sometimes there is a space below the header and on some characteristics, there is not.

Make change to the text for taking no action. This should now read:  
"I don't want to add any action planning points for this characteristic."

If you have looked at the action points for a characteristic at a certain iceberg level, and try to go back in, you get a page saying so, with an option to continue. If you do continue, it routes you to the wrong page (an old one) called comp-iceberg.cfm

Code J16d – (you have already submitted action points for this characteristic) – the links for Return to Characteristics and Continue are in Times New Roman. Change to Verdana 10pt.

**feedback/comp-ice-exp.cfm**

Free action planning text box should stretch the width of the screen, as should the header.

The text in the free action planning text box is Times New Roman, please change to Verdana 10 pt.

Action Point G8\_11\_ii\_1 the 'A' is not aligned with the text.

**feedback/action.cfm:**

Codes Ga1 – Gi1 – change the text to Verdana, 10pt.

The first action planning table has windows which are much narrower than the version we signed-off before Christmas. Can we widen the boxes?

**Headteachers:**

**feedback/competencies.cfm:**

Coercive is spelt wrong in the 'You have chosen the Coercive style to work on' text.

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**Exhibit HH**

Rob Mitchell <robert.mitchell@broadband.co.uk>

To tlc@broadband.co.uk

05/01/2001 14:43

cc

Subject [TLC] fao michael (personal home page 2)



Hi Michael

Revised personal home page:

<http://www.broadband.co.uk/preview1/hay/page151.html>

I rebuilt the curve to retain the nice sweeping style; this also should iron out the sharpness on the edges that you queried. I also double checked the measurements of the spacing on the new curve. Aside from the ordering of the navigation, let me know if you have more changes.

Cheers

Rob

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**Exhibit II**

Fiona Conner <fiona.conner@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

08/01/2001 11:26

cc

Subject Re: DATA



If I knew her original username I would happily change it back.....

It's SV at the moment.

Fiona.

At 11:19 08/01/01 +0000, you wrote:

>Oops.....  
>  
>He's a she by the way. She was wondering why she couldn't log on any more - I  
>assumed it was cos her data got backed up and deleted!  
>  
>Can you change her username back?  
>  
>I'm going to ask Rob to reprocess all the data once it's up on the DI  
>boxes (cos  
>we've changed the norms since it will process differently now) so don't  
>worry if  
>you've changed stuff.  
>  
>The deal with the piloted schools is that we've said we'd keep their data and  
>let them have access to it.  
>  
>McM  
>  
>  
>  
>  
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**METHOD AND SYSTEM FOR  
DEVELOPING TEACHING AND  
LEADERSHIP CHARACTERISTICS AND  
SKILLS**

**U.S. Patent Application Serial No.  
10/016,905**

**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit     JJ**



Fiona Conner <fiona.conner@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP  
cc

11/01/2001 10:47

Subject Re: 3 rather Important things....



Rater threshold is 3.

I think Rob's got the processing working as well.

Fiona.

At 10:02 11/01/01 +0000, you wrote:

>I did it on two raters - I thought the min was two. It seemed to accept two  
>as well, and started processing, so I'm not sure what went wrong.  
>  
>I have just filled in another rater for that user - but I can't reprocess this  
>end (I think something needs deleting first).  
>  
>  
>  
>Stevie  
>  
>  
>  
>  
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**U.S. Patent Application Serial No.  
10/016,905**

**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit KK**

Matt Southall <matt.southall@broadband.co.uk>

15/01/2001 15:52

Please respond to  
"matt.southall" <matt.southall@broadband.co.uk>

To tlc@broadband.co.uk

cc tlcdev@broadband.co.uk

Subject [TLC] TLC License Keys



As requested by Stephen, here are two files containing head and teacher license keys (500 and 3000 respectively). These aren't in the database yet... but they're good for a print run and will be in the system in time for launch.

There 3,656,158,440,062,976 (3.6 million billion) possible 10 letter keys containing A-Z and 0-9. If you generate 1.5 million valid license keys the ratio of invalid to valid keys is still 2.4 billion to 1. I.e you have a 1 in 2.4 billion chance of guessing a valid key. I like those odds.

Matt

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10/016,905**

**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit LL**

Rob Mitchell <robert.mitchell@broadband.co.uk>

To tlc@broadband.co.uk

18/01/2001 16:34

cc

Subject [TLC] Fwd: [TLC] How to Complete the Climate Questionnaire



Hi all,

The "How to Complete the Climate Questionnaire" movie has now been completed:

<http://www.broadband.co.uk/preview1/hay/explain.html>

Cheers

Rob

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10/016,905**

**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit MM**



Matt Southall <matt.southall@broadband.co.uk>

22/01/2001 11:50

Please respond to  
"matt.southall" <matt.southall@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc

Subject Re: [TLCDEV List] You will hate me by the end of the week - I guarantee it.....



Sunday, January 21, 2001 - Stephen wrote:

- > Matt - CPS seems a bit quirky of late (well, obviously I wasn't having a problem
- > cos I was trying really hard, but Katharine kept having to log back in - it was
- > also displaying the log in page in the right hand window occasionally).

Her login is timing out. She must have it open for long periods of time without doing anything. I've changed the timeout to three hours.

Matt

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**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit     NN**

Rob Ingram <rob.ingram@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc rob.ingram

Subject CPS codes at end of questionnaires

25/01/2001 15:22

Please respond to  
Rob Ingram <rob.ingram@broadband.co.uk>



Hello Stephen,

A couple of the errors you mentioned when users fail questionnaire validations are due to stuff in the CPS. Many of these seem to be different on the DI box so may be fixed. The head teacher codes when they fail LSI validation algo 1 still contain old placemaker text though (qaa3, qaa7).

Rob.

Rob Ingram

<http://www.broadband.co.uk>

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**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit OO**

Matt Southall <matt.southall@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

cc

Subject CPS codes...

28/01/2001 22:18

Please respond to  
"matt.southall" <matt.southall@broadband.co.uk>



Can you get people to start logging two things whenever they see a  
dodgy CPS %code% or [Rater Name] type thing...

1. The name of the page it appears in (right click and do  
'properties')
2. The name of the CPS item that was being displayed.

Nightmare to find em otherwise.. cos the %codes% aren't in the code at  
all.. just in the DB....

Matt

---

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**Filed December 14, 2001**

**Attorney Docket No. D4701-00198**

**Exhibit PP**

Graham Knight <graham.knight@broadband.co.uk>

To Stephen Lams/GB/EUROPE/HAYGROUP@HAYGROUP

31/01/2001 06:00

cc tlcdev@broadband.co.uk

Subject Re: Wot no errors?

---

I concur , I know the splendid effort that was put in and the dedication shown on both sides to delivering early on the Monday morning. Well done everyone, a true example of real team work, really exciting and very satisfying;) Wow :-)

Graham

At 18:08 29/01/01 +0000, you wrote:

>Hi all.  
>  
>Just a quick note to let you all know what a great job we all think you've  
>done  
>on the site. It's looking really great, and we've hit a very important  
>deadline.  
>  
>There are now actual-real-live-proper-paid-up-for-headteachers and teachers  
>using the site. It's official, and quite exciting.  
>  
>The effort you've put in, especially over the last two weeks has been  
>outstanding, and the responsibility you've all shown in getting stuff done; has  
>been really critical in making sure we hit this date. A brilliant team  
>effort.  
>  
>So a really really big thanks to all of you from all of us.  
>  
>The challenge ahead is still a pretty hefty one (i.e. finishing off all the  
>theory, feedback, and then all the time 2 stuff), so we'll need to keep  
>focused  
>on what's left - so expect my usual barrage of Word documents and phone  
>calls...but for now, nice one...  
>  
>The TLC Team :o) :o) :o) :o) :o) :o) (lots of happy  
>people)  
>  
>  
>  
>  
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